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A Treatise on Health Management

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Foreword
Sunder Lal

JAYPEE

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4 Human Resource Management

If men were not been there in this world, there would have been nothing to be done or worried about.....everywhere there would have been only sound of tide of see and crying of birds from the sky !

Human beings are the most important items in the creation of the God, hence we ought give importance to men in any organization too. Men management/personnel management/human resources management (HRM) or personal management is aimed at helping a young medical officer or program manager understand the tinge of being a good and effective performance achiever of the men around him in the organization. The medical officer has always been recognized as an essential and important link in the long chain of command hierarchy. He is the first and often the only available contact point. He must understand the mission of his hospital or unit and at the same time ensure that his men also understand the mission of his unit and he must concentrate on a great many specific details regarding his division, starting from who the individual is to his wants and needs and finally to what makes him tick. While he is expected to be an epitome of professional competence he is also expected to be an icon of humility so that his men find him approachable and are not dissuaded by his competence. He must work hard at gaining the trust and confidence of his men and at the same time work at enhancing his trust and confidence in them. The officer must complete large amounts of professional work and paperwork, yet must find time for daily supervision in maintaining personal

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contact with his men. It is supervision and guidance that is his most important duty. One of the most important aspects that help a medical manager in the completion of his myriad tasks is a thorough knowledge of his men, their families and their requirements, both on the personal and professional front. While a good start is akin to "winning half the battle", continued effort at keeping oneself updated is most essential. The focus therefore is on a few handy tips and suggestions to first, break ground and thereafter to optimize effectiveness. For simplicity, HRM is the management of people that tries to match an organization's needs to the skills and abilities of its employees. HRM is responsible for how people are handled in the organizations for bringing organization to perform their work efficiently, compensating them for their work and solving problems that arise.

FUNCTIONS OF HRM

Basic functions that all managers perform— planning, organizing, staffing, leading and controlling. HRM involves the policies and practices needed to carry out the staffing (or people) function of management. HRM department regardless of the organization's size must perform following human resource management functions—

- Staffing (HR planning, recruitment and selection)
- Human development as a resource
- Compensation and benefits
- Safety and health
- Employee and labor relations
- Records maintaining, etc.
- HR research
- Interrelationship of HR functions.

INTERVIEW

The best method to ascertain, and to reconfirm the details listed in the service documents, is by interviewing your men. The first interview is best done in a formal manner. The opportunity is to be utilized to convey the aims and goals of the organization. Subsequent interviews, lets tell it as interaction, should be done at

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the work place in an informal manner. This will afford the officer with a firsthand appreciation of the professional competency of the individual and also ease the flow of information as the environment will be congenial. The workplace interaction is nothing but continuous relations as a major source of information. This could be supplemented by periodic formal tips at workplace, where performance evaluation along with direct rectification could be done. A worker's desire to open his heart to the officer should be respected and the confidentiality should not be broken. In case solutions to personal problems are not readily apparent, then they could be taken to the chain of command after telling the worker that it is being done maintaining the confidentiality.

INVOLVEMENT

Involvement is the key to friendship. A health manager should involve himself in all the sections under him. The presence and involvement of a leader in the day-to-day activities of the men is a great motivator. He should aim to involve himself in not only the routine activities of the working hour but should endeavor to take an active part in off the working hour activities also. However, caution should be exercised to ensure that getting involved does not curb individual initiative and is not perceived as a mere and avoidable interference. The manager MUST also ensure that familiarity is not taken advantage of and results in indiscipline. To give an example in the Arm Forces, the officer attends the bar for drinks with other fellow men, but he is NEVER taken for granted either inside the bar or at work in the next morning. It is probably the best example for involvement along with decorum discipline.

FORMING OWN OPINION

The manager should not go with the old saying of 'the first impression is the best and last impression'. Some time to exactly know somebody one might take a long time. A medical associate professor retired at the age of 58 yrears from Gujarat and was picked up by the biggest University in North India as a Professor, extending the age of retirement as 65 years. 3 years after it could be known that the good dress and soft speaking nature of him covered the deficiency of his knowledge (at zero level) and

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unprofessionalism. Latter on his nasty connection with clerical and ministerial staff increased so much that he damaged the department he joined. He was also charged by his senior to have done financial misappropriation (although he was excused by the Director of the institute). This is a true story and eye opening situation to not to go by first impression. The trend of judging an individual based entirely on his records and written inputs is fraught with danger. While it is good to be aware of the past records it should definitely not limit forming of an opinion in the present. In the above example, also past information and unofficial reports on the man, made him to be selected in the interview. Thus an independent opinion should be formed only after having observed every individual for at least one quarter in order to get clear message on the integrity of the worker. Even then the manager has to give some task to the person under test for "Forming own opinion", to get the exact feedback regarding the worker.

EMPATHY

Empathy is best defined as "putting oneself in the other man's shoes, but having your own head on your shoulders". The manager should be strict when it comes to work and discipline but at the same time he should empathize and try to understand, and if possible, resolve the varied requirements/problems of his men. Empathy endears an officer to his men and convinces them about his best intentions.

TROOP GAMES

Troop games are a major bonding factor that brings an officer closer to his men. The men may not expect any exceptional skill from the officer but are very happy to see him sweat it out along with them. The best example is the operation theater, where the intern learns a lot along with his professor of surgery and during that time he does not even mind personal scolding of the surgeon on command, since he knows the boss does not mean it and even if he means it, that is how the intern can learns…it is for the learners' benefit. With doing field work or community work along with the worker a health manager can never know how the things could be done or how the problem will be solved.

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BE A GOOD LISTENER

The human mind trends to wander, but the objective manager keeps his attention focused what is required to channelize attention. The answer lies in developing good listening habits. Listening effectively is not a gift; it is acquired through practice and hard work. To become a better listener, you have to observe the following few basic principles:

- Listen to understand, rather than to counter.
- Take responsibility for comprehending.
- Control your emotions.
- Be mentally aware.
- Do not interrupt/intercept.
- Keep your question to ask at the end (may be the speaker will deal it ahead).
- Keep a good smiling face on.
- First, agree to disagree.

CLARITY IN ORDERS

There is a need for perfect clarity in giving orders/issuing letters/communicating to the subordinates. While there is a definite need to be audibly clear there is a greater need to ensure that the order is understood (may be the manager has to use the local language). The manager must watch the worker's face for any indication that he has not clearly understood. Both the intention and the purpose of the order should be clear to the men. Nothing is more demeaning than attributing an uncomfortable order or task to the people and not sharing the responsibility for the tasking.

FEEDBACK

Communication takes place when the listener reacts to the message in the expected manner and changes his behavior accordingly. Feedback, either in verbal or nonverbal form helps the manager to determine if his personnel have accurately understood the message and its true intent. Always seek-and-give feedback.

MANNER OF SPEAKING

One often hears the complaint; it is not so much what he said as the way he said it that made me angry. In other words, our manner

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of speaking influences to a great extent, the way others receive and react to our words. Thus the manager has to be polite and at the same time assert his authority. An over bearing or condescending attitude might affect the relation of the manager from his men.

SETTING PERSONAL EXAMPLE

A Divisional Officer cannot positively influence his men their attitudes, behavior and conduct unless he himself sets a good example. The Divisional Officer is emulated at all times. The Divisional Officer should therefore be impeccable in his conduct both in and out of uniform. Hard work, specially in a trying environment, will not seem like chore to the men if the Divisional Officer were to be present at the work place and share the burden.

SELF-DISCIPLINE

A quality that all grassroot workers (technical men or technical manager or grassroote manager) expect from the midlevel or top-level managers, is the quality of self-discipline. An officer who lacks self-discipline or even knowledge and skill will find it highly impossible to discipline his men. Punctuality, a military bearing and a trim turn out are the manifestations of self-discipline and are extremely important to project and adhere to. But punctuality should not mean brutality.

PROFESSIONALISM

The followings are the actual professionalism required in a personnel manager. There is NO Prescribed formula, yet the HRM manager should have the ability in facing challenges/issues of managing human resources and at the same time must be able—

a. To attract people
b. To develop people
c. To keep talented people
d. To increase effectiveness and efficiency in men.

ROAD MAP OF HRM MANAGEMENT

The followings are the 'road map' HRM management—

- Developing basic concepts and its relationships with HRM.

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- Components of an organization as how people will be working together.
- Understanding Individual versus Group behavior and teams.
- New trends at workplace with changing environment; workforce diversity; pros and cons; and relationship between HR specialist and line managers.
- Understanding functions of HRM with legal and ethical issues in HRM, human resource planning (HRP), human resource information system (HRIS), job analysis, recruitment, selection and its process.
- Socialization; training and development; career management; performance appraisal; job evaluation and pricing.
- Compensation system; benefits and role of money in performance of employee occupation health and safety.
- Motivation and communication in organization.
- Stress management; trade union; conflict and negotiation; and power and politics.
- Discipline; HR auditing; HR control process and leadership in the organization.
- Employee separation and retirement with benefits.
- International dimension of HRM.

An HRM manager who is not professionally competent will find few followers in times of stress and strife. Men invariably have an uncanny knack to see through the manager and make an absolutely correct judgment of professional competence.

POSITIVE OUTLOOK

A positive outlook is extremely motivating and spurs the men to greater effort. Enthusiasm is contagious and spreads like wildfire. If officers complain of hardship or seem to lack vigor and aggressive spirit, then their workers will quickly exaggerate this weakness in their demeanor and resultantly lose their effectiveness. But at the same time one has to give impression that his attitude is transparent and unpersonified. A public nagging or a complaint about the directives of the superior or about the demanding schedule will result in the men echoing the same feeling.

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UPHOLDING THE AUTHORITY OF SENIOR PERSONNEL

The manager must always uphold the prestige and authority of the senior personnel, since they are also managers at their level. The chain of command should be adhered to at all times. While it is only human for everyone to project his personal problem when the officer is seemingly in a benign mood, either on the gangway or on middle watch, care should be taken to ensure that decisions are arrived at only after consulting the Divisional Chief. The senior sailors should not be limited to being a mere messenger. They should be so tasked so that they have a share and say in the running of the ship.

DEVELOP SELF-CONFIDENCE

That overall standard can be achieved by self-confidence. confidence is what comes as a result of building skill, commitment and teamwork. Confidence comes from inside the worker and the manager has to develop it with in every worker. This can be done by 4Ts—Teaching, Testing, Training and Thanking. The manager is supposed to set a standard for the workers of his unit which will be the organizational culture of the unit in the future time period. Organizational culture will be discussed in the forth coming chapters. When all the scores are high in each of the following 'confidence tests', then the leadership manager is upto the standards:

- Confidence in their own ability.
- Confidence in the ability of other workers, divisions and departments (Meaning the radiology department people will be equally confident about their own department, orthopedic department).
- Confidence in weapons and equipment.
- Confidence in your leadership.

GROUP

A group is defined as two or more interacting and interdependent individuals who come together to achieve particular objectives.

Types of Groups

a. Formal groups are work groups established by the organization and have designated work assignments and established tasks.

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The behaviors in which one should engage are stipulated by and directed toward organizational goals.

b. Informal groups are of a social nature and are natural formations. They tend to form around friendships and common interests.

These are following reasons why individuals join groups.

1. Security reflects strength in numbers. The group helps the individual to feel stronger, have fewer self-doubts, and be more resistant to threats.
2. Status indicates a prestige that comes from belonging to a particular group. Inclusion in a group viewed as important provides recognition and status.
3. Self-esteem conveys people's feelings of self-worth. Membership can raise feelings of self-esteem—being accepted into a highly valued group.
4. Affiliation with groups can fulfill one's social needs. Work groups significantly contribute to fulfilling the need for friendships and social relations.
5. One of the appealing aspects of groups is that they represent power. What often cannot be achieved individually becomes possible through group action. Power might be desired to protect themselves from unreasonable demands. Informal groups additionally provide opportunities for individuals to exercise power.
6. Finally, people may join a group for goal achievement. There are times when it takes more than one person to accomplish a particular task. There is a need to pool talents, knowledge, or power in order to get a job completed.

GROUP ROLES

1. The concept of roles applies to all employees in organization and to their life outside the organization as well.
2. A role refers to a set of expected behavior patterns attributed to someone who occupies a given position in a social unit.
3. Individuals play multiple roles.
4. Employees attempt to determine what behaviors are expected of them.

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5. An individual who is confronted by divergent role expectations experiences role conflict.
6. Employees in organizations often face such role conflicts.

Following are the different types of group roles:

1. Task-oriented roles
2. Relationship-oriented roles
3. Individual roles.

Task-oriented Roles

- Initiators-contributors
- Information seekers/providers.

Relationship-oriented Roles

- Encouragers
- Harmonizers.

Individual Roles

- Blockers
- Jokers.

Characteristics of a Well-functioning and Effective Group

A group is considered effective if it is having following characteristics—

- Relaxed, comfortable and informal atmosphere.
- Tasks to be performed are well understood and accepted.
- Members listen well and participate in given assignments.
- Clear assignments made and accepted.
- Group aware of its operation and function.
- People express feelings and ideas.
- Consensus decision making.
- Conflict and disagreement center around ideas or method.

TEAM

A team is a mature group with highly independent members who are completely committed to a common goal. The manager has to take it as— **T**(taking)- **E**(everybody)-**A**(along with)- **M**(manager). All teams start out as groups, but not all groups become teams. The elements that distinguish teams from groups are (FISHMAT).

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- Full commitment by members to a common goal and mission
- Interdependent
- Shared leadership
- Healthy personal relation
- Mutual accountability
- Achievement of synergy
- Trust and a collaborative culture.

Differentiating Groups and Teams

Groups and teams are different. All teams are groups, but a group is not always a team. A team is always distinguished by the fact that its members are committed to a common purpose, a set of performance goals, and an approach for which they hold themselves mutually accountable. A group is defined as two or more persons who are interacting with one another in such a manner that each person influences and is influenced by each other person.

Types of Teams

Organizations use four types of teams, which differ according to the complexity of their task and the fluidity of their membership.

1. Self-managed teams
2. Cross departmental team
3. Quality circles
4. Virtual teams.

Turning Individuals into Community Team Players

a. Some individuals prefer to be recognized for their individual achievements.
b. In some organizations, too, work environments are such that only the "strong" survives.
c. Creating teams in such an environment may meet some resistance.
d. Teams fit well with countries that score high on collectivism.

TERMS USED IN HRM

- **Manager**: They are individuals in an organization who direct the activities of others. They are member of the organization

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performing the management function. HRM is the staffing function of the management process and the policies and practices needed to carry out the "people" or human resource aspects of a management. Thus the HRM must know the following key issues: position, including recruiting, screening, training, rewarding and appraising, etc.

- **Motivation**: Motivation means to influence performance of others and to redirect the efforts in desirable direction by using different motivational tools that can help in fulfilling the mission of organization.
- **Organization**: It is a systematic arrangement of people to accomplish some specific purpose.
- **Competitive advantage**: Any factor that allows an organization to differentiate its product or service from those of its competitors to increase market share is competitive advantage.
- **Stakeholders**: All individuals and groups that are directly or indirectly affected by an organization's decisions are the stakeholders.
- **Effectiveness and efficiency**: They are the way to productivity and mathematically—
  Productivity = Efficiency × Effectiveness; while
  a. Efficiency is the ratio of outputs to inputs.
  b. Effectiveness is the degree to which the organization's output corresponds to the needs and wants of the external environment, that include customers, suppliers, competitors and regulatory agencies.
- **Controlling**: Specific activities are to set performance standards that indicate progress toward long-term goals.
- **Decisional roles**: These included those of entrepreneur, disturbance handler, resource allocator and negotiator activities.
- **Disseminator**: It is a conduit to transmit information to organizational members.
- **Disturbance handlers**: They take corrective action in response to unforeseen problems.

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A Treatise on Health Management

A Treatise on Health Management, is designed as a textbook on health management for medical graduates, postgraduates, health sector program project managers and implementers. The book discusses complete areas and issues in management in health sector. The absence of such a book has been a handicap for the medical students and will surely enlighten the pupils. As has been stated in the book "nothing is 100% and even the God generates 3% children with congenital abnormality"..... this book also might have some gaps but more bridges for students. It is believed, this book will benefit medical graduates and postgraduates.



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